
UNIVERSITI SAINS MALAYSIA

Second Semester Examination
Academic Session 2008/2009

April/May 2009

RMK 252 – Principles of Project Management
[Pengantar Pengurusan Projek]

Duration: 3 hours
[Masa: 3 jam]

Please check that this examination paper consists of SEVEN printed pages before you begin the examination.

Sila pastikan bahawa kertas peperiksaan ini mengandungi TUJUH muka surat yang tercetak sebelum anda memulakan peperiksaan ini.

Students are allowed to answer all questions either in English OR in Bahasa Malaysia only.

Pelajar dibenarkan menjawab semua soalan dalam Bahasa Inggeris ATAU Bahasa Malaysia sahaja.

Answer **FIVE** questions only. **SECTION A** is **COMPULSORY**. Answer **TWO** questions from **SECTION B** and **TWO** questions from **SECTION C**.

Jawab **LIMA** soalan sahaja. **BAHAGIAN A** adalah **WAJIB**. Jawab **DUA** soalan dari **BAHAGIAN B** dan **DUA** soalan dari **BAHAGIAN C**.

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BAHAGIAN A
SECTION A

1. What is organization? What is Management? Why Management is important to organization?

Apakah organisasi? Apakah Pengurusan? Kenapakah Pengurusan adalah penting bagi organisasi?

(5 marks/markah)

2. Name the **THREE** major theories during the Classical era and explain the strengths and weaknesses of the three theories.

*Namakan **TIGA** teori utama semasa era Klasikal dan terangkan kekuatan dan kelemahan ketiga-tiga teori tersebut.*

(5 marks/markah)

3. What is System theory? What is Contingency theory? How the two theories compliment each other?

Apakah teori Sistem? Apakah teori Kontingensi? Bagaimanakah kedua-dua teori tersebut menyokong antara satu sama lain?

(5 marks/markah)

4. What is organizational Environment? Explain each type of the Environment.

Apakah Alam Sekitar Organisasi? Terangkan setiap jenis Alam Sekitar tersebut.

(5 marks/markah)

SECTION B
BAHAGIAN B

5. (a) From the perspective of organizational structure, there are various situations which will compel an organization to either operate and be centralized or decentralized. State and elaborate on at least **FIVE** conditions that will influence the structure of the organization to be either centralized or decentralized.

*Dari perspektif struktur organisasi, terdapat beberapa keadaan tertentu yang akan menyebabkan satu-satu organisasi tersebut untuk beroperasi secara berpusat ataupun sebaliknya secara nyahpusat. Nyatakan dan jelaskan sekurang-kurangnya **LIMA** situasi yang akan mempengaruhi struktur organisasi yang berpusat atau bernyahpusat.*

(10 marks/markah)

- (b) Explain and discuss the characteristics and apparent differences between an Organic Organization and a Mechanistic Organization.

Hurai serta bincangkan ciri-ciri serta perbezaan di antara Organisasi Organik dan Organisasi Mekanistik.

(10 marks/markah)

6. (a) What is leadership?
Apakah kepimpinan?

(4 marks/markah)

- (b) What is the difference between leadership and management?
Apakah perbezaan di antara kepimpinan dan pengurusan?

(4 marks/markah)

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- (c) What are **THREE** examples of social influence in the context of leadership?

*Apakah **TIGA** contoh pengaruh sosial dalam konteks kepimpinan?*

(4 marks/markah)

- (d) What are the personality traits of leaders?

Apakah ciri-ciri peribadi pemimpin?

(4 marks/markah)

- (e) What is power? What is influence? Differentiate

Apakah kuasa? Apakah pengaruh? Bezakan

(4 marks/markah)

7. Discuss the importance of motivation and the different types of motivation theory.

Bincangkan kepentingan motivasi dan teori-teori motivasi.

(20 marks/markah)

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SECTION C
BAHAGIAN C

8. Please produce an arrow diagram based on the details inscribed in the following table. The arrow diagram should contain and include the following information and aspects:

- i) The corresponding name and duration of activities for each arrow;
- ii) Numbering for the events in sequence;
- iii) A 'dummy' arrow at the correct location;
- iv) Identification of the critical path for the activities;
- v) Duration of float for all relevant activities.

Sila lakarkan satu gambarajah rangkaian anak panah berpandukan kepada maklumat yang tertera di dalam jadual yang berikut. Rangkaian anak panah tersebut perlu mengandungi maklumat serta aspek-aspek berikut:

- i) Nama dan tempoh aktiviti pada setiap anak panah;*
- ii) Nombor peristiwa menurut turutan yang tepat;*
- iii) Anak panah 'dummy' pada lokasi yang sesuai;*
- iv) Mengenal pasti laluan genting aktiviti-aktiviti tersebut;*
- v) Tempoh apungan untuk aktiviti-aktiviti yang berkaitan.*

| ACTIVITY/ AKTIVITI | DURATION (week)/ TEMPOH (minggu) | PREDECESSOR/ AKTIVITI PENDAHULUAN |
|-----------------------|-------------------------------------|--------------------------------------|
| A | 1 | - |
| B | 2 | A |
| C | 3 | A |
| D | 1 | B |
| E | 2 | B,C |
| F | 2 | D,E |

TABLE OF ACTIVITIES /JADUAL AKTIVITI

(20 marks/markah)

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9. Prepare a Cash Flow table and a Cost-Time graph base on the following project details: -

| | | |
|-------------------------|---|------------|
| Tender Price | : | 230,000.00 |
| Percentage of Profit | : | 15% |
| Project Duration | : | 6 month |
| Retention | : | 5% |
| Defect Liability Period | : | 6 month |

Assume that the profit is equally distributed for the whole of project period and the progress payments are paid one month after contractor submitted their claims.

Sediakan Jadual Aliran Tunai dan Keluk Kos masa berdasarkan maklumat projek yang berikut:-

| | | |
|---------------------------|---|------------|
| Harga Tender | : | 230,000.00 |
| Peratus Keuntungan | : | 15% |
| Tempoh Projek | : | 6 bulan |
| Nilai Simpanan | : | 5% |
| Tempoh membaiki kecacatan | : | 6 bulan |

Andaikan keuntungan diagih sama rata sepanjang tempoh projek dan bayaran kemajuan dibayar sebulan selepas tuntutan kontraktor.

(20 marks/markah)

10. Prepare a Line of Balance Chart for a housing scheme with the following details:-

| No. | Activities | Man hour/Unit | Number of workers per activity |
|-----|-------------|---------------|--------------------------------|
| 1 | Foundation | 180 | 6 |
| 2 | Structure | 300 | 6 |
| 3 | Wall | 160 | 4 |
| 4 | Pipe | 60 | 4 |
| 5 | Electricity | 60 | 3 |
| 6 | Finishing | 140 | 5 |

FIGURE 2

- Number of unit = 150 unit
- Rate of output = 4 unit per week
- Buffer time = 5 days
- Working hours, 8 hours per day and 6 days per week

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Sediakan satu carta garisan seimbang untuk satu skim perumahan berdasarkan butir-butir berikut:-

| <i>Bil.</i> | <i>Aktiviti</i> | <i>Jam Kerja/Unit</i> | <i>Bilangan pekerja setiap aktiviti</i> |
|-------------|-----------------|-----------------------|---|
| 1 | Asas | 180 | 6 |
| 2 | Struktur | 300 | 6 |
| 3 | Dinding | 160 | 4 |
| 4 | Paip | 60 | 4 |
| 5 | Elektrik | 60 | 3 |
| 6 | Kemasan | 140 | 5 |

JADUAL 2

- Bilangan unit rumah = 150 unit
- Kadar output = 4 unit seminggu
- Masa perantaraan = 5 hari
- Masa kerja 8 jam sehari dan 6 hari seminggu.

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